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Marketing Plan for Fiscal Year 2009

PURPOSE:

The purpose of the Big Sky CVB is to define the tourism needs of the community and develop projects and promotions that enhance the economic development of the Big Sky area, while preserving the geographical character, environment and well being of our residents.

The Big Sky CVB strives to achieve the above while adhering to our mission statement:

The Big Sky CVB's mission is to continue to support economic growth and development of Big Sky through the continued promotion of tourism and business meetings & conventions. We aim to increase the year-round visitation of Big Sky by promoting our community as a premier Resort Destination Area boasting world-class recreation and amenities, all the while preserving the character of the community.

This marketing plan establishes a strategy that will coordinate the Big Sky CVB's efforts with the *Montana Tourism and Recreation Strategic Plan 2008-2012*. This effort will allow the CVB to:

- + Create awareness of the unique experiences as well as the variety and range of activities in and around Big Sky
- + Extend visitors' stays and attract new high-value, low-impact visitors
- + Identify and narrow Big Sky's target market/niche audience
- + Focus messaging to give Big Sky one, unified voice
- + Educate the Big Sky community as to how tourism impacts their local economy as well as their quality of life

IDENTITY:

Big Sky's strengths and challenges are apparent in the leisure travel market as well as the meetings & conventions market.

Strengths:

Primary-

Proximity to Yellowstone National Park—Big Sky is conveniently located within 60 miles of the West entrance to Yellowstone National Park, which is one of the most accessible and convenient gateways to the Park. ITRR research has shown that 55% of visitors to Gallatin County were attracted to Yellowstone.



Recreational activities—Big Sky has a myriad of year-round recreational activities all located in our backyard, including, but not limited to: “the Biggest Skiing in America®” the nation’s #1 Nordic skiing center, snowboarding, snowmobiling, world-class fly-fishing, golfing, whitewater sports, mountain biking, camping and horseback riding.

Secondary-

Growth and expansion of amenities—The continued development of commercial areas, the Big Sky Town Center and pedestrian commercial villages at both Big Sky Resort and Moonlight Basin help Big Sky compete with other larger, more developed resort towns.

Home to one of the largest convention properties in Montana—Big Sky Resort’s Yellowstone Conference Center offers state of the art accommodations, can host over 750 guests and attracts national corporations.

Challenges:

Primary-

Transportation—Relatively limited, inconvenient and/or expensive airline service perception (in comparison to other Western U.S. resort areas) inhibits both the leisure and business traveler from visiting Big Sky. Increased direct flight services as well as additional airlines are helping this transportation challenge. In addition, the perception of the lack and difficulty of transportation within the Big Sky community, as amenities are spread out throughout different villages makes it difficult for visitors to travel within Big Sky, again, in comparison to other resort destination areas. The Big Sky/Bozeman shuttle service is connecting the two communities and enabling visitors to travel between places without needing a car.



Classification as a Winter destination— Big Sky’s reputation as a ski resort destination overshadows Warm Season tourism opportunities. The reputation as home to “the Biggest Skiing in America®” positions Big Sky to consumer travelers as a “Winter only” destination. The challenge is to show Summer recreational opportunities in addition to the well-known Winter ones.

Lack of nightlife activities—Perception of relatively limited nightlife, in comparison with other resort areas, can be a deterrent for consumer travelers.

Lack of technology perception—There is a general perception among conference planners that Montana as a whole is not up-to-date with the latest trends and capabilities in technology and business amenities.

Secondary-

Dependence on climate conditions—Big Sky’s tourism is highly dependent on natural conditions, in both the Summer and Winter seasons. Fires in the Summer to snowfall in the Winter play a large role in visitation to the area.



GOALS:

Consumer Travel (Domestic, International and Group Travel):

Focus on Warm Season—Most consumers have an awareness of Big Sky as a Winter destination – work needs to be done to educate prospective visitors about the travel opportunities during Summer and shoulder seasons. Furthermore, the CVB's budget is a fraction of the total dollars spent on the promotion of Winter by the local resorts and properties. Messaging to the Warm Season visitor gives us the opportunity to bring visitors to Big Sky at a time of year when the occupancy is lower.

Position Big Sky as a weeklong destination hub—We plan to extend visitors' stays by utilizing the geographic location of Big Sky in relation to area attractions. On average the visitors' stay is about 5 nights.* By promoting Big Sky as a vacation hub, with an abundance of daytrips to historic, recreational and national destinations all located within a couple of hours drive, visitors will see the range and variety of vacation options within the area and extend their stay. Seventy-five percent of visitors reported taking daytrips to nearby attractions during their stays.

Promote Big Sky as one of Montana's premier vacation destinations—The CVB will work focus efforts alone and/or in partnership with the state, other regions/CVB's and private business in an effort to leverage funds to promote Big Sky as a premier vacation destination.

Table 1: Big Sky Visitor Daytrip by Destination*

Visitor Daytrip Destinations	% of Visitors
Yellowstone National Park	60.9%
Bozeman, Montana	41.3%
Virginia/Nevada Cities	10.1%
Ennis, Montana	7.7%
Quake/Hebgen Lake	7.4%
Other	13.1%
Did Not Take a Daytrip	24.8%

Note: In the above chart the percentage of visitors' totals more than 100%, as visitors often took more than one daytrip while in the area.

*Big Sky CVB 2008 Lead Conversion Research Study



Align with Yellowstone National Park—Yellowstone National Park is Big Sky's primary differentiating point from other resort towns, such as Aspen, Park City and Vail, particularly in the Summer. As seen above, three-quarters of Big Sky's visitors took at least one daytrip, with 60.9% traveling to Yellowstone.* Furthermore, 46.4% of Big Sky visitor's were motivated to take the trip to Big Sky due to the proximity to the park.* According to the National Park Service, visitation to the park was up almost 10% in 2007 over 2006.

*Big Sky CVB 2008 Lead Conversion Research Study

Meetings & Conventions:

Educate planners about Big Sky—Educate meeting and group planners about Big Sky's amenities, including the unique recreational opportunities as well as the technological amenities and services.

Promote awareness and accessibility—Create awareness that Big Sky is a meetings & conventions destination for both small and large groups (Big Sky Resort can accommodate groups of over 750 people).

STRATEGIC PLAN:

This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2008-2012*. Specifically this plan supports the following sections of the statewide strategic plan.

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue Winter marketing

1.1.c. Attend consumer travel-shows

1.1.e. Enhance tracking and reporting of results and return on investment (ROI)

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

1.3.b. Implement the new Montana tourism brand

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes. (Page 55)

"Distribute information...emphasize issues identified in research, and show benefits to residents."

Goal 3: Address management and access issues for sustainable recreation on private, state and federal lands.

Action 3.2: Coordinate state, regional and local tourism marketing efforts with state/federal land management strategies to ensure that promotion messages are consistent with public land uses and available facilities. (Page 57)

"Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned."

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.)

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors. (Page 59)

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

- 5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts.
- 5.1.b. Expand Winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)

Goal 7: Improve Montana's transportation system for both residents and visitors.



Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

"Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service."

Goal 9: Increase funding to maintain sustainable tourism and recreation.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities. (Page 75)

Action 9.2: Foster opportunities to pool public and private marketing dollars.

"Coordinate the efforts of Travel Montana, regions, CVB's, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact."

Action 9.3: Enhance funding for region and CVB marketing efforts.

Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.

Action 10.5: Obtain strategic research to inform tourism marketing development, and policy decisions, and disseminate results and implications. (Page 77-78)

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives.

OBJECTIVES:

Consumer Travel (Domestic, International and Group Travel):

- + Increase overall bed tax collections by 10%
- + Increase the total amount of revenue brought into Big Sky by 12%



The bed tax collections increased by a total of 9% from 2006 to 2007 (last year's objective was to increase collections by 5-8%). Winter collections (January through March) were up 12%, shoulder season collections (April through June) were up 74% and October through December's collections were down 8%. Summer collections (July through September) were up 5%.

Total tourism revenue collected in Big Sky in 2007 was up 10.42% from 2006. In addition, the total tourist dollar increased by \$31,543,056 from 2006 to 2007. A chart indicating the breakdown of tourism revenue from 2006 and 2007 is included.

Table 2: Estimated Big Sky Tourism Impact

	2006	2007
Total Bed Tax Collected	\$1,089,764	\$1,203,319
Bed Tax Percentage	0.04	0.04
Total Lodging Dollars	\$27,244,100	\$30,082,975
Lodging Percentage	0.09	0.09
Total Tourist Dollar	\$302,712,221	\$334,255,279
Breakdown by Category		
Restaurant/Bar (21%)	\$63,569,567	\$70,193,608
Retails Sales (16%)	\$48,433,956	\$53,480,844
Gasoline/Oil (28%)	\$84,759,422	\$93,591,478
Misc. Expenses (1%)	\$3,027,122	\$3,342,553
Campground/RV (2%)	\$6,054,244	\$6,685,106
Outfitter/Guide (4%)	\$12,108,489	\$13,370,211
Auto Rental & Repair (5%)	\$15,135,611	\$16,712,764
Groceries/Snacks (8%)	\$24,216,978	\$26,740,422
Transportation Fares (2%)	\$6,054,244	\$6,685,106
Hotel/Lodging (9%)	\$27,244,100	\$30,082,975
Gambling (1%)	\$3,027,122	\$3,342,553
License/Entrance Fees (2%)	\$6,054,244	\$6,685,106
Unallocated (1%)*	\$3,027,122	\$3,342,553
Total	\$302,712,221	\$334,255,279

*Unallocated funds due to rounding. Source: *2006 Montana Nonresident Economic Impacts and Expenditures*, ITRR 2007. 2007 percentage breakdowns are currently not available.

+ Drive consumers to the new website. Average (per month):

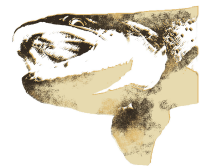
- + **4,900 unique visitors**
- + **7 minutes per visit**
- + **64,000 total page views**

In the first three weeks after the launch of the new Big Sky CVB website, there have been over 3,000 page views, with over 1,000 unique visitors.

This past year, the Bozeman CVB website has averaged (per month):

- + 6,600 unique visitors
- + 13 minutes per visit
- + 85,000 total page views

The Big Sky CVB website FY09 objectives are based on obtaining 75% of the unique visitors, 75% of the total page views and 60% of the minutes per visit that the Bozeman CVB website received during the 2007 calendar year. The Big Sky CVB's site is brand new (launched March 14, 2008), and is currently a microsite



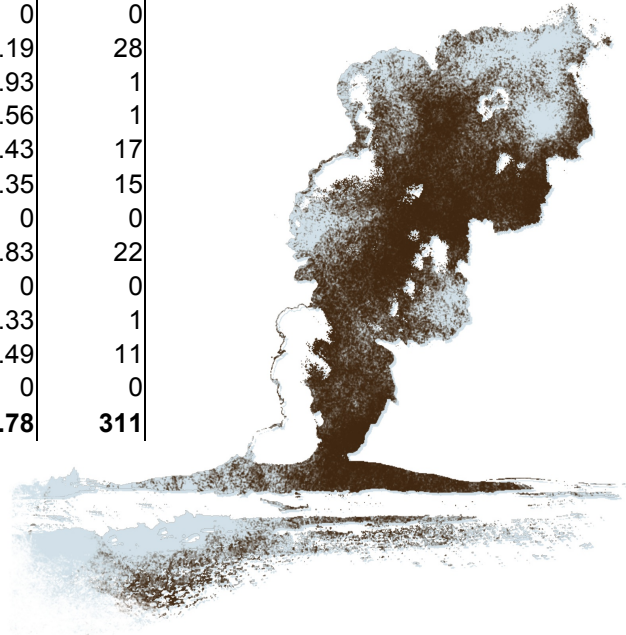
that will be further promoted, developed and built upon in FY09. The Bozeman CVB website is a fully integrated site that has been live since July of 2006.

+ Maintain an above industry average click-through rate for all Internet keyword campaigns

In FY08, the Big Sky CVB ran a keyword campaign on Yahoo as well as seven Vertical Media sites. The table below shows a sample click-through rate (CTR) report for one week during the campaign. The overall CTR is well above the industry average. The Big Sky CVB plans on continuing Internet keyword campaigns in FY09 and will strive to maintain the above average rates (the average CTR for our industry is about .5%).

Table 3: Yahoo CTR Report February 22-28, 2008

Keyword	Impressions	CTR (%)	Clicks
Big Sky	2,380	1.09	26
Big Sky Montana	1,295	10.97	142
Big Sky MT	119	7.56	9
Big Sky Resort	182	6.59	12
Big Sky Resort Montana	239	1.67	4
Big Sky Ski Resort	348	3.45	12
Big Sky Skiing	15	0	0
Big Sky Vacation	99	3.03	3
Lone Mountain Ranch	32	0	0
Montana Cross Country Skiing	8	0	0
Montana Ski Areas	28	7.14	2
Montana Ski Vacations	29	10.34	3
Montana Skiing	75	1.33	1
Montana Snowboarding	3	0	0
Montana Snowmobiling	7	14.29	1
Montana Snowshoeing	1	0	0
Montana Vacation	1,277	2.19	28
Moonlight Basin	107	0.93	1
Big sky Condos	18	5.56	1
Big sky Hotels	701	2.43	17
Big sky Lodging	638	2.35	15
Big sky Rentals	16	0	0
Big sky Ski Vacation	139	15.83	22
Winter in Yellowstone	6	0	0
Yellowstone Snowmobiling	30	3.33	1
Yellowstone Vacation	442	2.49	11
Yellowstone Winter Vacation	2	0	0
Total	8,236	3.78	311



Meetings & Conventions:

- + Generate at least one qualified lead directly attributable to the CVB's meetings & conventions marketing efforts



The Big Sky CVB understands the importance of meetings & conventions to the Big Sky community but due to the fact that we have not seen a measurable return on previous investments for advertising dollars spent, the board has decided to decrease dollars spent in meetings & conventions advertising. Local properties are actively advertising their own services and venues and the CVB will maintain a presence in this market.

TARGET GEOGRAPHIC MARKETS:

We have defined our target geographic markets using data from the following sources:

- + Consumer Travel–Big Sky CVB 2008 Lead Conversion Research Study, research studies conducted by the Institute for Tourism Recreation and Research (ITRR) and information compiled at Travel Montana
- + Meetings & Conventions–research studies conducted by the ITRR and information compiled at Travel Montana

Consumer Travel (Domestic, International and Group Travel):

As seen in the table below, visitors to Big Sky come from all over the country. The 2008 Lead Conversion Research Study has provided insight as to the state of residence of past visitors and we will focus our marketing efforts on these key markets moving forward.

Table 4: Big Sky Visitor by State of Residency*

Visitor's State of Residency	% Of Visitors
Minneapolis-St. Paul, MN	7.9%
Atlanta, GA	3.8%
Portland, OR	3.5%
Phoenix (Prescott), AZ	3.4%
Seattle-Tacoma, WA	2.9%
Knoxville, TN	2.8%
Washington, DC (Hagerstown, MD)	2.6%
Denver, CO	2.4%
Greenville-Spartanburg- Asheville-Anderson, SC-NC	2.3%
Nashville, TN	2.3%
Salt Lake City, UT	2.1%
Jackson, MS	2.1%

*Big Sky CVB 2008 Lead Conversion Research Study

Primary Markets–Minneapolis-St. Paul, MN, Atlanta, GA, Portland, OR, Phoenix (Prescott), AZ and Seattle-Tacoma, WA.

Secondary Markets–Knoxville, TN, Washington, DC (Hagerstown, MD) and Denver, CO, Greenville-Spartanburg-Asheville-Anderson, SC-NC and Nashville, TN.

Meetings & Conventions:

Primary Markets—Meeting planners who have held meetings in Colorado, Idaho, Montana, Oregon and Washington.

Secondary Markets—Meeting planners who have held meetings in North Dakota, South Dakota, Utah and Wyoming.

TARGET DEMOGRAPHICS:

Consumer Travel (Domestic, International and Group Travel):

Based on the advertising outlets from FY07, the 2008 Lead Conversion Research Study has provided insight as to visitor demographics. The average age of visitors is 57 and they have an average household income of \$84,169.

Table 5: Big Sky Visitor Demographics*

Marital Status	
Married	83.30%
Divorced	3.30%
Widowed	5.50%
Single/never married	7.90%
People per household	2.3
Percent with children in household	23.70%
Average # of children in household	0.4
Education	
High school or less	11.90%
Some college/technical school	32.80%
College graduate	34.60%
Post graduate degree	20.70%
Income	
Under \$20,000	3.20%
\$20,000 - \$39,999	7.90%
\$40,000 - \$59,999	17.50%
\$60,000 - \$79,999	15.70%
\$80,000 - \$99,999	11.70%
\$100,000 - \$120,000	6.60%
More than \$120,000	18.90%
Did not respond	18.50%



*Big Sky CVB 2008 Lead Conversion Research Study

Based on the above research data, we will focus our efforts on middle-aged married couples, with and without children, with a higher than average education, who have a household income of \$80,000+.

Based on further research of the Big Sky visitor, as seen in the following table, we will also focus on targeting consumers who are motivated to travel, currently participate or are interested in national parks and historical

sites, scenic drives, wildlife viewing, outdoor recreational activities (most notably hiking, biking, fishing, skiing, snowboarding and horseback riding).

Table 6: Big Sky Visitor Activities*



	Participate	Motivate
Visit Yellowstone National Park	61.00%	46.40%
Scenic drives through country	82.00%	36.70%
Wildlife viewing	61.40%	29.40%
Hiking or biking	36.00%	17.80%
Skiing/snowboarding	17.60%	13.20%
Fishing	16.60%	6.80%
Visiting historical sites	49.90%	6.60%
Visiting another state or national park	12.00%	6.40%
Snowmobiling	6.70%	5.80%
Visiting a museum	39.60%	4.40%
White water rafting/kayaking	10.50%	3.90%
Cross-country skiing/snowshoeing	4.40%	3.40%
Shopping	63.10%	2.90%
Fine dining	47.70%	2.80%
Horseback riding	15.40%	2.40%
Attending a festival or fair	5.90%	1.20%
Golf	4.70%	0.90%
Hunting	1.00%	0.50%
Visiting a spa	5.40%	0.00%
Attending performing arts (music or theater)	3.40%	0.00%
Nightlife or entertainment	8.80%	0.00%
None	3.50%	11.10%

*Big Sky CVB 2008 Lead Conversion Research Study

Based on the above demographic information, we have developed detailed consumer profiles of the Big Sky visitor using PRIZM® data.

Country Squires

Country Squires enjoy golf, tennis, swimming, boating, skiing and biking. They range in age from 35-54; the majority is married with children, with a median household income of \$102,263. They have an average education level of graduate school or more. They often take domestics vacations – both ski and spa vacations. They also tend to own their own downhill and cross country ski equipment and enjoy being active. They watch, listen to and read a lot of news and current events. Country Squires are concentrated in Colorado, Minnesota, Tennessee, Georgia and Maryland.

Big Fish, Small Pond

This segment is comprised of older, upper-class, college-educated professionals. They range in age from 45-64, do not currently have kids in the home and have a median household income of \$82,416 and the majority of this group owns a motor home. They golf, cross-country ski, own horses and enjoy bird watching. They tend to read travel sections of newspaper as well as travel specific magazines. They are concentrated in pockets all over the country, including Oregon, Colorado, Virginia, Maryland.

God's Country

Upper income couples living in spacious homes without kids, ranging in age from 35-54 make up God's Country. They try to balance their lives with high-powered jobs and laid-back leisure. They travel for business, take golf vacations, read *Skiing Magazine*, and watch the Outdoor Life Network. Their median household income is \$83,827. They ski, snowboard, mountain bike and book their vacations online. They watch a lot of cable TV stations and listen to Internet radio stations. They live in places like Colorado, Virginia and Maryland.

Upward Bound

Well-educated parents, 25-54 years of age, focused on buying gear and equipment characterize the Upward Bound segment. They take skiing and spa vacations, enjoy camping, mountain biking and they drive minivans. They make an average of \$80,345 as a household and they read travel magazines and listen to Internet radio. They live in California, Utah and Colorado.

Country Casuals

This segment is comprised of middle-aged, upper-class households that are starting to empty nest. They have disposable income for traveling, owning timeshares and going out to eat. They enjoy whitewater rafting, read *Skiing Magazine*, are 35-54 with college degrees and have a media household income of over \$70,000.

Meetings & Conventions:

- + **Size**—Focus on conferences and conventions of all sizes, from small groups of 50 to groups of 750.
- + **Industry**—Based on historical data, the conferences that come to Big Sky are mainly from these industries: financial and banking services, government, healthcare, and insurance.

MARKETING STRATEGY:

During this past fiscal year, the Big Sky CVB developed a three-year marketing plan outline:

FY08: Set the framework with research and product development (mainly, new creative, conversion study and launch of the microsite, all of which have been completed).

FY09: Continue the integration of new creative, product development (including website development and continued research) and focus the message to target specific target markets based on the previous year's research data.

FY10: Launch a more complete and heavy advertising effort based on the previous two-year's research, product development and integration. Big Sky's target and message will have been well researched and strategically sound by this point (conversion study and visitor profile research will have been completed).

Armed with the data from the conversion study, in FY09 we continue to focus on creative development and integration while we build on the framework created in FY08. The research will continue with Phase Two, the visitor profile study and we will move forward with integration of the data from Phase One. This integration includes combining efforts with the Chamber of Commerce, to give Big Sky a unified, more powerful voice. With the bulk of the research in place, the budget now has more room for a greater media presence. The proposed budget reflects the growth in advertising, especially consumer advertising and the direct flight campaign.

In addition, the transformation to a totally integrated website will help potential visitors plan their trip and see the vast amount of diversity of the activities offered in the area. By educating consumers on the availability of activities they have not previously thought of when planning a trip to Big Sky, they will be inclined to stay longer to experience all that Big Sky has to offer.

Consumer Travel (Domestic, International and Group Travel):

Primary–

- + Build upon previous consumer advertising campaigns and expand media placement in both national and regional consumer magazines and Internet sites that match our target geographic and demographic profile.
- + Continue to participate in Travel Montana cooperative consumer advertising opportunities, as they fit within the Big Sky CVB's target geographic and demographic profiles, utilizing both print and Internet mediums.
- + Continue the expansion of the Direct Flight Campaign, with print, Internet and direct email products, targeted to the defined Big Sky visitor per the Conversion Study.



- + Build upon the microsite framework to develop a fully integrated website, with additional photography and interactive components.
- + Conduct Phase Two of the research study: Visitor Profile and PRIZM® Analysis.
- + Continue to attend Consumer and Recreation Trade Shows to maintain a presence and collect qualified leads.

Secondary–

- + Participate in a Press Tour.
- + Continue distribution of fulfillment materials produced by the Big Sky Chamber of Commerce for people responding and inquiring as a result of advertising campaigns.

Meetings & Conventions:

Primary–

- + Participate in cooperative meetings & conventions print and Internet advertising opportunities with Travel Montana, other CVB's and Regions.
- + Act as a liaison between conference planners and the Big Sky community by providing necessary information about the area, including lodging, transportation and technology capabilities.

The following page details the annual budget overview for FY09.



ANNUAL BUDGET OVERVIEW FY09:

Project Description	Project Budget	Total Budget
<i>Marketing Support</i>		\$34,118
Administration (max 20%)	\$23,618	
Opportunity Marketing (max 10%)	\$1,000	
TAC Meetings	\$1,000	
Co-op/Joint Ventures	\$5,000	
Marketing Plan Development FY10	\$3,500	
<i>Advertising</i>		\$79,233
Consumer Advertising	\$59,233	
Direct Flight Advertising	\$16,500	
Meetings & Convention Advertising	\$3,500	
<i>Electronic Marketing</i>		\$28,500
Website - Phase 2	\$28,500	
<i>Publicity</i>	\$1,000	\$1,000
<i>Research - Phase 2</i>	\$18,375	\$18,375
<i>Tradeshows</i>		\$9,100
Consumer & Recreation Shows	\$9,100	
TOTAL BUDGET REQUESTED	\$170,326	\$170,326
FY09 Projected Revenue (95%)	\$131,091	
FY08 Uncommitted Funds	\$39,235	

10% decrease in budget: We would decrease funds in Administration, Opportunity Marketing, Co-op/Joint Ventures, Consumer Advertising, Direct Flight Advertising, Meetings and Convention Advertising, Website – Phase 2, Publicity, Research – Phase 2 and Tradeshows. (Approx. \$13,109)

PROJECT APPLICATIONS AND BUDGETS:

Organization Name: Big Sky Convention and Visitor's Bureau

Project Name: Marketing Plan Development FY10

Application Completed by: Marne Hayes

☒ Final
☐ Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Marketing Plan defines the goals and objectives of the Big Sky Convention and Visitor's Bureau for the next fiscal year. This project is a partnership with Mercury Advertising who provides marketing support in the following areas:

- + Analysis of the previous year's plan (project evaluation, demographics and geographic analysis)
- + Attendance at monthly CVB meetings, the strategic planning sessions and the yearly statewide marketing retreat to provide feedback and gather input from the CVB's, regions and Travel Montana
- + Writing and developing the current marketing plan in conjunction with the CVB Director

Results can be found in the completion report. Our objectives (as outlined in the FY09 narrative) are listed below.

Goals:

- + Create and fulfill the marketing plan of the Big Sky Convention and Visitor's Bureau
- + To get the best return on investment in developing the marketing plan

Objectives:

The projects outlined in the marketing plan are all designed to reach the objectives for our two segments:

Consumer Travel (Domestic, International and Group Travel):

- + Increase overall bed tax collections by 10%
- + Increase the total amount of revenue brought into Big Sky by 12%
- + Drive consumers to the new website. Average (per month):
 - + 4,900 unique visitors
 - + 7 minutes per visit
 - + 64,000 total page views
- + Maintain an above industry average click-through rate for all Internet keyword campaigns

Meetings & Conventions:

- + Generate at least one qualified lead directly attributable to the CVB's Meetings & Conventions marketing efforts

Identify the portions of your marketing plan that support this project.

All areas of the marketing plan are supported by this project.

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue Winter marketing

1.1.c. Attend consumer travel-shows

1.1.e. Enhance tracking and reporting of results and return on investment (ROI)

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

1.3.b. Implement the new Montana tourism brand

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.)

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors. (Page 59)

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts.

5.1.b. Expand Winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

"Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service."

Goal 9: Increase funding to maintain sustainable tourism and recreation.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities. (Page 75)

Action 9.2: Foster opportunities to pool public and private marketing dollars.

"Coordinate the efforts of Travel Montana, regions, CVB's, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact."

Action 9.3: Enhance funding for region and CVB marketing efforts.

Detail pages attached Yes

Budget page must be attached for approval.

FY09 Project: Marketing Plan Development Budget FY10

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Project Management	\$3,500	+	\$0	=	\$3,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,500		\$0		\$3,500

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB	PROJECT				
TOTAL		\$3,500	+	\$0	=
					\$3,500

Organization Name: Big Sky Convention and Visitor's Bureau
Project Name: Consumer Advertising
Application Completed by: Marne Hayes

 X Final
 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

In FY08, the Big Sky Convention and Visitor's Bureau advertised to consumer travelers through various print advertising efforts including:

Five joint venture opportunities with Travel Montana:

- + Print
 - + *National Geographic Traveler*
 - + *Sunset*
- + Internet
 - + The Away Network (this included away.com, gorp.com and outside.com)
 - + Tripadvisor.com
 - + Yellowstonepark.com

The Big Sky CVB also ran a print campaign that included:

- + Fly Rod and Reel
- + National Geographic Adventure
- + Sunset: Summer Trips



In addition, in FY08 the CVB placed an Internet campaign that included:

- + Iexplore.com (banner ads as well as e-newsletter)
- + Vertical Media Search Marketing:
 - + Aroundyellowstone.com
 - + Bozemannet.com
 - + Jacksonhole-skiing.com
 - + Jacksonholenet.com
 - + Westyellowstonenet.com
 - + Yellowstoneparknet.com
 - + Yellowstonewinterguide.com
- + Yahoo Search Marketing

General results for FY08 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY09 narrative) are listed below.



Big Sky CVB would like to continue to utilize the following outlets for the consumer advertising campaign during FY09:

- + Paid keyword searches on search engines
- + Sponsorship of relevant editorial/advertorial content on travel-oriented and/or lifestyle websites that reach our geographic and demographic target markets
- + Banner ad placement on travel-oriented and/or lifestyle websites that reach our geographic and demographic target markets
- + Both print and Internet joint venture opportunities with Travel Montana that reach our geographic and demographic target markets – TBD

Goals:

- + Educate consumers about the range and variety of activities in and around Big Sky during the Warm Season, to promote year-round visitation
- + Position Big Sky as a weeklong destination hub
- + Align with Yellowstone National Park
- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVB's and private business in an effort to leverage funds

Objectives:

- + Increase overall bed tax collections by 10%
- + Increase the total amount of revenue brought into Big Sky by 12%
- + Drive consumers to the new website. Average (per month):
 - + 4,900 unique visitors
 - + 7 minutes per visit
 - + 64,000 total page views
- + Maintain an above industry average click-through rate for all Internet keyword campaigns
- + Use 2008 Lead Conversion Study data to target our most valuable markets with focused campaigns
- + Use the new Vacation Planner (produced by Big Sky Chamber of Commerce) to educate inquiring target markets about recreational opportunities and amenities in Big Sky

Identify the portions of your marketing plan that support this project.

Consumer advertising will encourage potential visitors to contact the Big Sky CVB for additional tourism information.

- + Increase Warm Season visitation by showcasing the range and variety of activities offered in and around Big Sky



- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue Winter marketing

1.1.e. Enhance tracking and reporting of results and return on investment (ROI)

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts.

5.1.b. Expand Winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)

Detail pages attached Yes

Budget page must be attached for approval.

POTENTIAL PRINT AND INTERNET OPTIONS:

- + *AARP Magazine*
- + Aarp.org
- + Accuweather.com
- + *Alaska/Horizon Magazine*
- + Allaspen.com
- + Allglacier.com
- + Allredlodge.com
- + *American Photo*
- + Aroundyellowstone.com
- + *Audubon*
- + Away Network
- + *Backpacker*
- + *Better Homes & Gardens*

- + Bigskymontanenet.com
- + Bozemannet.com
- + *Budget Travel*
- + Budgettravel.com
- + Familytravelforum.com
- + *Fly Rod and Reel*
- + Fodors.com
- + Freeskier.com
- + *Good Housekeeping*
- + Google.com
- + Gordonsguide.com
- + Goski.com
- + *History Channel Magazine*
- + lexplore.com
- + Jacksonholenet.com
- + Jacksonholewy.com
- + Jacksonhole-skiing.com
- + Kanoodle.com
- + Madden Pre-print Insert
- + *National Geo Adventure*
- + *National Geo Traveler*
- + Nationalgeographic.com
- + Newestnet.com
- + *Northwest World Traveler*
- + Onthesnow.com
- + *Outside*
- + *Outside: Go*
- + *Popular Photography*
- + Rsn.com
- + Skinet.com
- + *Smithsonian*
- + Smithsonian.com
- + *Sunset*
- + *Trailer Life*
- + *Travel and Leisure*
- + Travelandleisure.com
- + TripAdvisor.com
- + Vibrant Media
- + Wildernet.com
- + Westyellowstonenet.com
- + Yahoo.com
- + Yellowstonepark.com
- + Yellowstoneparknet.com
- + Yellowstonewinterguide.com
- + Yes Mail Direct Email
- + *99 Things to do in Yellowstone*

FY09 Project: Consumer Advertising Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$7,000	+	\$0	=	\$7,000
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$4,000	+	\$0	=	\$4,000
	\$0	+	\$0	=	\$0
TOTAL	\$11,000		\$0		\$11,000
MARKETING/ADVERTISING:					
Media Placement	\$45,633	+	\$0	=	\$45,633
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$45,633		\$0		\$45,633
TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
Matchprint/Shipping	\$100	+	\$0	=	\$100
Photography/Video Footage	\$2,500	+	\$0	=	\$2,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$2,600		\$0		\$2,600

Organization Name: Big Sky Convention and Visitor's Bureau
Project Name: Direct Flight Advertising
Application Completed by: Marne Hayes

☒ Final
☐ Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

In FY08, the Big Sky Convention and Visitor's Bureau partnered with the Big Sky Chamber and advertised to consumer travelers in three direct flight markets: Atlanta, Chicago and San Francisco through various print and Internet advertising efforts including:

The Big Sky CVB ran a print campaign that included:

- + *San Francisco Chronicle*

In addition, in FY08 the CVB placed an Internet campaign that included:

- + Accuweather.com
- + Ajc.com
- + Bigskychamber.com
- + Chicagotribune.com
- + Onthesnow.com
- + Sfgate.com



Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY09 narrative) are listed below.

Big Sky CVB would like to continue to utilize the following outlets for the direct flight advertising campaign during FY09:

- + Sponsorship of relevant editorial/advertorial content on travel-oriented and/or lifestyle websites that reach our geographic and demographic target markets
- + Banner ad placement on travel-oriented and/or lifestyle websites that reach our geographic and demographic target markets
- + Advertising efforts will also be made this year to support the addition of Frontier Airlines to the Bozeman/Big Sky community. A complete media plan will be submitted to the Tourism Advisory Council for final approval

Goals:

- + Educate direct flight markets consumers about direct flight service to Bozeman/Big Sky

- + Create awareness of the availability (number of flights as well number of direct flight markets) of airline service into Bozeman/Big Sky

Objectives:

- + Increase overall bed tax collections by 10%
- + Increase the total amount of revenue brought into Big Sky by 12%
- + Drive consumers to the new website. Average (per month):
 - + 4,900 unique visitors
 - + 7 minutes per visit
 - + 64,000 total page views
- + Develop campaigns that educate the direct flight markets of the ease and accessibility to Big Sky
- + Promote target destinations and successfully fill new direct flights so that no guarantee will need to be paid at the end of the seasonal contract period

Identify the portions of your marketing plan that support this project.

Direct flight advertising will encourage potential visitors to contact the Big Sky CVB for additional tourism information.

- + Create awareness of ease and availability of airline service while eliminating the perception of difficult and/or limited airline transportation into Bozeman/Big Sky
- + Promote Big Sky as a year round destination
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts. This includes the implementation of the tourism industry's new Montana brand strategy and how it applies to cooperative efforts with other regions, CVB's and private businesses

Does this project support the Strategic Plan? Yes

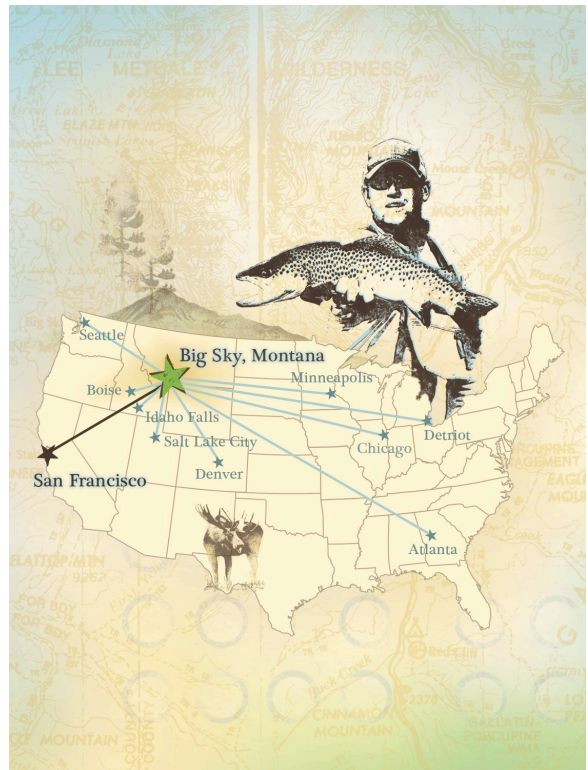
Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.
(Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue Winter marketing

1.1.e. Enhance tracking and reporting of results and return on investment (ROI)



Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

"Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service."

Detail pages attached Yes

Budget page must be attached for approval.

POTENTIAL PRINT AND INTERNET OPTIONS:

- + Accuweather.com
- + Ajc.com
- + Bigskychamber.com Direct Email
- + Chicagotribune.com
- + Frontier Airlines in-flight magazine, in-flight video and website
- + Onthesnow.com
- + *San Francisco Chronicle*
- + Sfgate.com

FY09 Project: Direct Flight Advertising Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$4,000	+	\$0	=	\$4,000
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$1,500	+	\$0	=	\$1,500
	\$0	+	\$0	=	\$0
TOTAL	\$5,500		\$0		\$5,500

MARKETING/ADVERTISING:					
Media Placement	\$10,900	+	\$0	=	\$10,900
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$10,900		\$0		\$10,900

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
Matchprint/Shipping	\$100	+	\$0	=	\$100
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$100		\$0		\$100

REGION/CVB PROJECT TOTAL	\$16,500	+	\$0	=	\$16,500
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Organization Name: Big Sky Convention and Visitor's Bureau
Project Name: Meetings & Conventions Advertising
Application Completed by: Marne Hayes

☒ Final
☐ Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

In FY08, the Big Sky Convention and Visitor's Bureau advertised to the meetings & conventions market through print advertising efforts including:
+Meetings West

Detailed results can be found in the completion report. Our broader objectives (as outlined in the FY09 narrative) are listed below.

Big Sky CVB would like to continue to utilize the following outlets for the meetings & conventions campaign during FY09:

- + Sponsorship of relevant editorial/advertorial content on websites that reach our geographic and demographic target markets
- + Banner ad placement on websites that reach our geographic and demographic target markets
- + Both print and Internet joint venture opportunities with Travel Montana that reach our geographic and demographic target markets – TBD

Goals:

- + Educate planners about Big Sky's recreational opportunities and technological amenities and services
- + Promote Big Sky as a meeting and convention destination
- + Educate planner about the ease and accessibility to the area

Objectives:

- + Generate at least one qualified lead directly attributable to the CVB's meetings and conventions marketing efforts

Identify the portions of your marketing plan that support this project.

- + Meetings and conventions advertising will encourage potential visitors to contact the Big Sky CVB for additional meeting and convention planning information.
- + Promote accessibility to the area and range of recreational activities in and around Big Sky
- + Promote Big Sky as a year round meeting and convention destination
- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other meeting and convention destinations

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Detail pages attached Yes

Budget page must be attached for approval.

POTENTIAL PRINT AND INTERNET OPTIONS:

- + *Association News*
- + Associationnews.com
- + Meetingsfocus.com
- + *Meetings West*
- + Smallmarketmeetings.com
- + *Smart Market Meetings*
- + *Smart Meetings*
- + Smartmeetings.com

FY09 Project: Meetings and Conventions Advertising Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$1,000	+	\$0	=	\$1,000
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$500	+	\$0	=	\$500
	\$0	+	\$0	=	\$0
TOTAL	\$1,500		\$0		\$1,500

MARKETING/ADVERTISING:					
Media Placement	\$2,000	+	\$0	=	\$2,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$2,000		\$0		\$2,000

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$3,500	+	\$0	=	\$3,500
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ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau

PROJECT NAME: Website - Phase 2

APPLICATION COMPLETED BY: Marne Hayes

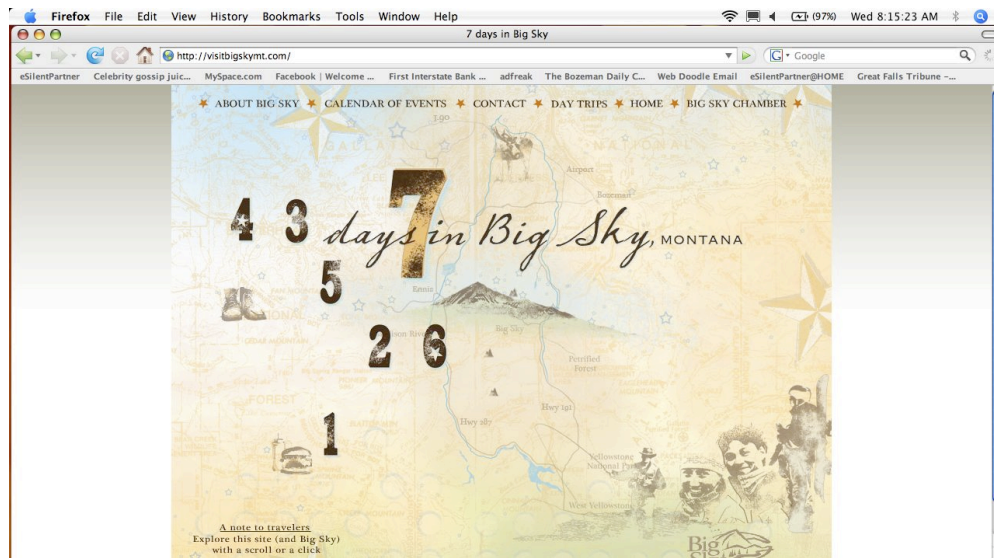
 X Final
 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Internet continues to be a main source of information for people who are planning to travel. Therefore, building on the microsite created in FY08, Phase Two of the site is necessary to attract new consumers and keep people returning to the site.

We built the framework for the site in FY08 and received great initial consumer response (as outlined in the FY09 narrative). By developing this microsite into a fully integrated website, the CVB will further reach and connect with the targeted high-value, low-impact visitor.

Overall results for FY08 can be found in the narrative section. Detailed results can be found in the completion report. Our broader objectives (as outlined in the FY09 narrative) are listed below.



In FY09, the Big Sky CVB plans to continue to develop the CVB website into a totally integrated site. This includes, but is not limited to, the development of additional daytrip itineraries, inclusion of additional photography and information about the area, with the addition of lodging, attraction, shopping, dining and recreation listings. We will also work to add interactive elements. Plans include, but are not limited to, adding an interactive calendar and trip planning component, consumer generated content and video elements.

Goals:

- + Educate consumers about the range and variety of activities in and around Big Sky during the Warm Season, to promote year-round visitation
- + Position Big Sky as a weeklong destination hub
- + Align with Yellowstone National Park
- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVB's and private business in an effort to leverage funds

Objectives:

- + Drive consumers to the new website. Average (per month):
 - + 4,900 unique visitors
 - + 7 minutes per visit
 - + 64,000 total page views
- + Maintain an above industry average click-through rate for all Internet keyword campaigns
- + Educate consumers about the multitude of daytrips and activities in and around Big Sky

Identify the portions of your marketing plan that support this project.

Phase 2 of the website will encourage potential visitors to contact the Big Sky CVB for additional tourism information.

- + Increase Warm Season visitation by showcasing the range and variety of activities offered in and around Big Sky
- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering a myriad of daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts.

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue Winter marketing

1.1.e. Enhance tracking and reporting of results and return on investment (ROI)

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.)

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors. (Page 59)

Detail pages attached Yes

Budget page must be attached for approval.

FY09 Project: Website – Phase 2 Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$20,950	+	\$0	=	\$20,950
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$4,050	+	\$0	=	\$4,050
	\$0	+	\$0	=	\$0
TOTAL	\$25,000		\$0		\$25,000

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
Photography	\$3,500	+	\$0	=	\$3,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,500		\$0		\$3,500

REGION/CVB PROJECT TOTAL	\$28,500	+	\$0	=	\$28,500
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ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau
PROJECT NAME: Publicity
APPLICATION COMPLETED BY: Marne Hayes

<input type="checkbox"/>	Final
<input checked="" type="checkbox"/>	Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Each year the Big Sky Convention and Visitor's Bureau sets aside money to assist in media tours. This assistance is usually through providing funding to help with transportation, lodging, meals and area attractions. The CVB also assists by acting as a liaison between the tours and the local area businesses. The CVB will continue to work in conjunction with Travel Montana on media tours scheduled in the area.

Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY09 narrative) are listed below.

Goals:

- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVB's and private business in an effort to leverage funds

Objectives:

- + Increase overall bed tax collections by 10%
- + Increase the total amount of revenue brought into Big Sky by 12%
- + Participate in state or regionally directed media tour and gain valuable editorial from exposure to target audiences

Identify the portions of your marketing plan that support this project.

Many of Big Sky's goals in the marketing plan are met with this project.

- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination

Detail pages attached Yes

Budget page must be attached for approval.

FY09 Project: Publicity Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
Publicity	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$1,000		\$0		\$1,000

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$1,000	+	\$0	=	\$1,000
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ORGANIZATION NAME: Big Sky Convention and Visitor Bureau
PROJECT NAME: Research – Phase Two
APPLICATION COMPLETED BY: Marne Hayes

☒ Final
☐ Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Big Sky Convention and Visitor's Bureau would like to continue to build the visitor profile that was started in FY08 with the Conversion Research Study. Phase Two of this study profiles visitors while in the Big Sky area. This allows the CVB to get a picture of who visits but may or may not have contacted the CVB through advertising.

While the conversion research process can begin to build a visitor profile, it is understood that some visitors never contact the CVB to request information. For this reason, a separate research initiative will be able to gain insight into Big Sky visitors. By understanding this population, their interests, their demographic profile and, subsequently, some of their travel behavior, the CVB can better develop advertising to reach a new population, thus growing a new visitor base.

Goals:

- + To develop a complete visitor profile that the CVB will use in future marketing plans.

Objectives:

PRIZM Report:

- + Determine the geographic and psychographic composition of Big Sky Visitors
- + Determine segments of the population that seem to provide the greatest opportunity for first-time visitation
- + Determine the media which Big Sky visitor segments traditionally utilize

Visitor Profile:

- + Profile Big Sky visitors in detail including demography, travel patterns, Big Sky visitation history
- + Determine Big Sky Trip Specifics including visitors' duration of stay, travel party size, activities and expenditures
- + Compare the profile of visitors, by season, to identify differences and explore the implications of these differences relative to marketing
- + Measure visitor satisfaction with the Big Sky experience and identify pivotal barriers to satisfaction
- + Provide specific conclusions and recommendations as a result of the cumulative research process to stimulate further discussion in the development of advertising efforts for Big Sky

Identify the portions of your marketing plan that support this project.

Further defining the visitor profile and the best media mix to reach this audience will allow the CVB to:

- + Increase Warm Season visitation by showcasing the range and variety of activities offered in and around Big Sky
- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional and CVB advertising efforts (Page 50)

Goal 10: Build an effective "team" to implement the Strategic Plan, and report results. (Page 76)

Action 10.5: Obtain strategic research to inform tourism marketing development, and policy decisions, and disseminate results and implications.

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives.

Detail pages attached Yes

Budget page must be attached for approval.

Materials: Entry Forms and Entry Boxes

Quantity: Entry forms- 10,000

Entry boxes- 50

Color: Entry forms- 4C

Entry boxes- 4C

Paper Stock: Entry forms- padded with chipboard, 100 forms per pad, 70# text, 1/1 full bleed

Entry boxes- cardboard

Size: Entry forms- 4" x 5"

Entry boxes- 14" tall x 10" wide

Distribution Plan (areas & method): Entry forms and boxes will be placed at each one of the participating properties in Big Sky.

FY09 Project: Research – Phase 2 Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$2,565	+	\$0	=	\$2,565
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$3,500	+	\$0	=	\$3,500
	\$0	+	\$0	=	\$0
TOTAL	\$6,065		\$0		\$6,065

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
		+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
Printing	\$1,000	+	\$0	=	\$1,000
Research Company	\$11,310	+	\$0	=	\$11,310
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$12,310		\$0		\$12,310

REGION/CVB PROJECT TOTAL	\$18,375	+	\$0	=	\$18,375
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ORGANIZATION NAME: Big Sky Convention & Visitor's Bureau
PROJECT NAME: Consumer & Recreation Shows
APPLICATION COMPLETED BY: Marne Hayes

____ Final
 X Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Big Sky CVB plans to attend a consumer tradeshow during FY09. The continued attendance at consumer shows allows for expanded exposure of Big Sky. The attendees at consumer shows provide an unparalleled buying audience.

Goals:

- + Work to promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVB's and private business in an effort to leverage funds.
- + Educate consumers about the range and variety of activities in and around Big Sky during the Warm Season, to promote year-round visitation
- + Align with Yellowstone National Park

Objectives:

- + Increase overall bed tax collections by 10%
- + Increase the total amount of revenue brought into Big Sky by 12%
- + Drive consumers to the new website. Average (per month):
 - + 4,900 unique visitors
 - + 7 minutes per visit
 - + 64,000 total page views
- + Attend shows in new direct flight cities (New York/Los Angeles) to increase awareness of accessibility to Big Sky
- + Increase overall visitation from key markets
- + Distribute vacation information and have direct contact with target markets and potential visitors

Identify the portions of your marketing plan that support this project.

Attendance at a consumer tradeshow allows the Big Sky CVB to reach a number of goals outlined in our marketing plan.

- + Increase Warm Season visitation by showcasing the range and variety of activities offered in and around Big Sky

- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts.

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue Winter marketing

1.1.c. Attend consumer travel-shows

1.1.e. Enhance tracking and reporting of results and return on investment (ROI)

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

5.1.a. Create vacation packages, and develop theme itineraries,

designed for off-peak season niche markets targeted by promotion efforts.

5.1.b. Expand Winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)

Detail pages attached Yes

Budget page must be attached for approval.

FY09 Project: Consumer & Recreation Shows Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
Meals	\$350	+	\$0	=	\$350
Lodging	\$1,300	+	\$0	=	\$1,300
Transportation	\$850	+	\$0	=	\$850
	\$0	+	\$0	=	\$0
TOTAL	\$2,500		\$0		\$2,500
OTHER:					
Booth/Furniture	\$5,600	+	\$0	=	\$5,600
Other	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$6,600		\$0		\$6,600
REGION/CVB PROJECT					
TOTAL	\$9,100	+	\$0	=	\$9,100